DEPARTMENT OF COMMUNITY SERVICES

STRATEGIC PLAN

2015-2020

Message from the Minister

Our department plays a key role in the lives of Yukoners and Yukon communities. Together we continue to work toward a vision of prosperity for the territory by making Yukon the best place to live, work, play and raise a family.

By working together in partnership with our clients and colleagues, we continue to deliver upon our core values of respect, collaboration, service excellence and integrity.

Our five-year strategic plan helps us to focus our work on key priorities including: developing and improving community infrastructure; preparing for emergency events; fostering strong local governance and healthy communities; and administering a broad range of regulatory services. Set out in this five-year plan are a number of programs, services and initiatives that will directly benefit the citizens of the Yukon and our communities.

As we deliver upon this plan, Community Services will continue to work collaboratively, to maintain a healthy dialogue and – ultimately – to help build vibrant, healthy and sustainable Yukon communities.

Currie Dixon
Minister of Community Services

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Vision, Mission and Values

Where We're Going – Our Vision

Vibrant, healthy and sustainable Yukon communities.

What We Do – Our Mission

Community Services contributes to the development of sustainable communities, the protection of people and property and the advancement of community well-being.

How We Will Get There – Our Strategic Goals

Department Goals

Goal 1: Develop and improve community infrastructure.

Goal 2: Prepare for, assist with and respond to emergency events.

Goal 3: Foster strong local governance and healthy, active communities.

Goal 4: Effectively administer a broad range of licensing, business, taxation and regulatory services.

Corporate Goals

Goal 5: Attract, develop and engage talented people to continue to provide high quality service to the public.

Goal 6: Practice open, accountable and fiscally responsible government.

Goal 7: Advance strategic initiatives through interdepartmental cooperation.

What We Believe – Our Core Values

We believe in:

- **Respect** as the foundation of our organization
- **Collaboration** through inclusive approaches and sharing of diverse perspectives
- **Service Excellence** as the standard for all of our interactions
- **Integrity** through honest, committed and accountable public service

Our Core Values – How We Practice Them	
Respect through: • Sincere and honest interactions in our dealings • Professionalism, equity and fairness in our treatment of each other and our clients • Consideration of the social, economic and environmental interests of Yukoners • Cross-cultural appreciation • Acceptance of diverse perspectives • Work/life balance • Protection of life and property • Enabling autonomy/independence and trust • Recognition of employees and their contributions	**Service Excellence through:** • Promoting and practicing workplace safety • Timely, reliable, and responsive service delivery • Innovation and adaptability • Professional development of our employees • Prudent fiscal management • Accountable, effective and efficient program delivery • Empathetic and caring interactions • Focus on community-specific and client centered solutions
Collaboration through: • Recognition of the strengths of others • Adaptive, flexible, innovative approaches to problem-solving and decision-making • Open, proactive, inclusive and responsive dialogue • Maximizing opportunities for capacity building and resource-sharing through cooperative partnerships and teamwork	**Integrity through:** • Accepting responsibility for our decisions and actions • Leading by example • Demonstrating professionalism through honest and trustworthy actions • Committing to impartial public service • Authentic and transparent interactions

What Affects our Department – Community Services Strategic Context

The Department of Community Services has a broad program mandate. Its responsibilities include: professional licensing; employment standards; landlord/tenant and securities regulation; municipal-type services to unincorporated communities; promotion of sport and active living; land development; municipal like infrastructure projects; support to local governance and; serving as the Yukon government's lead on emergency prevention, mitigation, response and recovery. Despite their diversity, these programs do have a common element: to serve Yukon citizens and their communities.

New homes in the Whistle Bend subdivision

There are local and global changes that have affected departmental programs and services; these changes are expected to continue over the next five years. Yukon's strong economy has resulted in a booming housing market. Consumer demand had outpaced inventory available, particularly in Whitehorse. Completion of Phases I and II as well as the start of Phase III of the Whistle Bend subdivision continue to increase inventory; we now have a supply of building lots available for sale over-the-counter in Whitehorse. Responsibility for land development outside of Whitehorse was transferred to the Department of Energy Mines and Resources, but Community Services will work with its land planning/development partner, the City of Whitehorse, to carefully analyze economic trends as well as to plan and develop new lots. The goal is to continue to match supply with demand.

A strong housing market also means the department's Assessment and Taxation and Building Safety branches will continue to face an increasing number of property

assessments and building code compliance permits and inspections. This growth also increases demand for interface protection between wildland and structural fire services.

Economic growth will affect Community Services in other ways. For example, there are increasing infrastructure needs to support this growth. Labour market shortages will continue to cause an influx of foreign workers, who must be educated about their rights and responsibilities under Yukon's employment law. The resulting additional need for private professional services impacts both business and professional licensing.

Demographics in Yukon are also anticipated to change. More Yukoners are expected to retire locally. This aging population is, for the most part, a very active demographic, involved in a variety of sports and recreational pursuits. This healthy, active lifestyle will be supported through sponsorships, funding arrangements and direct investment in leisure facilities. A new soccer and running track complex is planned in the Whistle Bend subdivision in Whitehorse. An increase in the community recreation assistance grant funding for unincorporated Yukon communities has been announced. Sport tourism continues to be a burgeoning market for Yukon. These positive trends must be taken into consideration in programming and operational planning for the Sport & Recreation Branch.

A strong economy and increasing population can also have less positive societal impacts. The most frequent users of our department's Emergency Medical Services are persons struggling with alcohol abuse and homelessness. It is expected that this will continue to strain our resources. A new Northern Wellness Agreement with the Government of Canada aims to improve wellness, prevent illness, build capacity at the community level, and promote healthy and active living.

Climate change is forecasted to affect the northern territories more dramatically than southern Canada. Warmer temperatures mean more snowfall; we have already seen more flooding in Yukon communities. The length of the wildland fire season is expected to increase due to climate change. Dramatic variability of weather patterns may result

in increased extreme weather events. The Protective Services Division of the department will be required to keep pace with these and other challenges as they impact people and communities. FireSmart projects, basic 911 services, continued modernization of our emergency fleet vehicles and infrastructure as well as flood and erosion control projects are all highlighted as important aspects of community safety.

Protection of Yukon's natural resources is important to its citizens and resulted in more stringent environmental regulatory requirements. These regulations affect both municipalities and the Department of Community Services as each have responsibility for the construction and operation of water supply and treatment facilities as well as landfill sites. The department is also working with municipalities in addressing operational training and capacity needs to support this infrastructure.

Strong local governance is a key component to the department's vision of vibrant, healthy and sustainable Yukon communities. Yukon's eight municipalities have identified their own set of challenges in local governance delivery and infrastructure for an aging community. Through the "Our Towns/Our Futures" initiative, the department's Community Affairs branch works with municipalities to identify ideas to help address operational capacity, infrastructure deficit and other issues facing Yukon's municipal governments. Local governance structures will also continue their important role in advising the department about services in unincorporated communities.

Community Services is at a transition point where the department will need to manage change and to redefine service delivery models. The department's greatest challenge will be in responding to increased demand for services while facing concurrent resource limitations. Key strategies will include greater use of technology as well as program and operational refinements to respond to new safety requirements and anticipated service demands.

Strategic Goals

This section discusses our strategic goals and outlines the objectives we have identified to realize them. These goals are of equal priority.

Strategic Goal 1 – Develop and improve community infrastructure

Extensive consultations with Yukon municipalities, First Nations, unincorporated communities, industry and the general public, as well as detailed technical and engineering assessments, identified a large list of infrastructure needs in the Territory.

Addressing Yukon's infrastructure deficit will help to support more sustainable Yukon communities as well as assist our small municipalities and First Nation governments to continue to build their own capacity to plan and manage capital infrastructure projects.

To accomplish this we have identified the following strategic objectives:

1.1 Maintain a supply of building lots in Whitehorse

This objective will provide an appropriate supply of developed land in order to maintain a stable building construction industry and better meet consumer housing demand. The Yukon government has made great progress in bringing new residential lots to the market for Yukoners. We will continue to work with the City of Whitehorse to address long-term planning for the next areas to be developed.

1.2 Modern infrastructure in Yukon communities

This investment continues to build necessary infrastructure for community residents, provide access to Yukon's natural resources and support an increasing private sector interest – and operation – in Canada's North.

<u>Risk Enterprise Management & Performance Measure</u>

Infrastructure projects are expensive capital projects, both for the Yukon government as well as for municipal and First Nation governments.

As such, cost is the single largest risk to Yukon's ability to continue to address our aging infrastructure at the current pace. Failure to invest in modernizing Yukon's infrastructure will result in barriers to short and long term economic

development, an inability to meet both environmental and safety standards and missed opportunities to showcase unique history and culture of our community.

The Build Canada Plan has provided critical funding to enable Yukon government develop a Yukon Infrastructure Plan and to make significant investments in modernizing our infrastructure. While Build Canada expires in 2015, the government expects to see over $29 million invested in Build Canada projects in Yukon in 2015/16.

The New Building Canada Fund (NBCF) will provide approximately $342 million to support Yukon infrastructure over the next 10 years (75 per cent Federal / 25 per cent Yukon). This funding will help the Yukon government address infrastructure needs, create jobs, and improve the quality of life for all Yukoners.

Our performance measures are twofold:

1. To complete identified projects in the set of Annual Capital Plans approved under the Build Canada Plan; and
2. To successfully negotiate the allocation of capital to Yukon from the New Building Canada Fund. Funding priorities will be guided by a new Yukon Infrastructure Plan currently being developed with key stakeholders across the territory.

1.3 A modern solid waste management system in Yukon

The Department of Community Services is responsible for 18 solid waste facilities in unincorporated Yukon, while eight municipalities manage operations at their respective facilities.

The importance of recycling in Yukon is high, and Yukoners are committed to promoting responsible solid waste management, better waste diversion and environmental stewardship. The volume of recyclables being dropped off at local processors has increased – Yukoners are recycling more.

Work continues to establish a more sustainable waste management system across the territory; local recycling processors, based on the type and tonnage of recyclable material, will be funded 2.5 times more than last year. Processors will also be funded to ship 400 tonnes of stockpiled mixed plastics out of the territory for recycling.

Work is also underway to amend Yukon's recycling regulations, which will increase recycling deposits on refundable beverage containers and establish environmental fees on items like electronics. We will help Yukoners and Yukon communities to implement systems that are both financially and environmentally sustainable.

1.4 Access to safe drinking water for all Yukoners

The public will always be concerned about the quality of their drinking water and whether it is safe to drink. The Yukon Infrastructure Plan identifies a need for improved water infrastructure. Beginning in 2015/16 the Domestic Water Well program will be expanded, enabling eligible property owners in participating municipalities to apply for a low-interest loan to develop domestic wells.

1.5 Community capacity to manage local infrastructure

To date, over 200 million dollars in federal and territorial infrastructure investment has been made in Yukon communities, and this investment is expected to continue. Activities under this objective will address municipal and First Nations capacity to plan, build and operate important local infrastructure.

1.6 Environmentally and Fiscally Responsible Wastewaters Systems (New)

Community Services will continue to work with communities and environmental regulatory authorities to build and operate wastewater systems in unincorporated Yukon.

Strategic Goal 2 – Prepare for, respond to and assist with emergency events.

FireSmart projects help protect and prepare Yukon communities

Emergency preparedness and response in Yukon is provided by three levels of government: Canada, through the RCMP territorial policing agreement, municipalities through its municipal firefighters and emergency preparedness plans, and the Department of Community Services.

Departmental responsibilities include Wildland Fire Management, Emergency Medical Services, the Fire Marshal's Office, Emergency Measures Organization and Building Safety and Standards.

Community Services recognizes the importance of safe, efficient and effective delivery of these services, which protects the personal safety of the responders and the general public, as well as their property.

To accomplish this we have identified the following strategic objectives:

2.1 Deliver emergency management and first response programs within available resources

The very nature of emergency response services requires adaptive processes to generate expected outcomes out of unexpected circumstances. Scope and cost impact are often unpredictable. However, that does not mean all emergency response costs are uncontrollable.

Community Services will take a risk management approach in modernizing its organizational structure and program delivery. The department will also place an increasing focus on government and individual prevention, preparedness and mitigation of emergency events. Combined, these efforts will better control overall emergency response costs.

Expansion of emergency 9-1-1 telephone service to rural Yukon communities has also been a priority of the Association of Yukon Fire Chiefs and the Association of Yukon Communities. The Government of Yukon has allocated more than $1 million in 2015/16, pending legislative approval, to lay the groundwork for expanding emergency 9-1-1 service to all Yukon communities. Currently, 9-1-1 service is only available within an 80 kilometre radius around Whitehorse. The Yukon government has committed to expanding basic emergency 9-1-1 service to communities across the territory by July 2016.

Risk Enterprise Management & Performance Measure

Risks associated with not meeting this objective include costs continuing to rise, and therefore affecting the department's ability to manage all its programs within its appropriation. The ability to recruit and retain emergency response personnel, including volunteers must also be risk managed.

Making operational changes to emergency and first response can also result in public perception that the safety of lives and property is negatively impacted.

Camp Ember Women's Fire Academy; Fire Marshal's Office Senior Fire Officer Instructors

Balancing the high cost of these programs with public service expectations is challenging.

Community Services will manage these risks by making operational changes that reduce overall cost with minimal risk. It will look to best practices of other jurisdictions, as well as modernizing its equipment and methods of emergency and first response delivery.

Our performance measure is to meet this objective within the budget identified in the revised main estimates. In 2015/16, the Yukon government expects to continue its ongoing emergency fleet modernization project, with $610,000 allocated to new structural fire trucks, $390,000 allocated to wildland fire vehicles, $310,000 allocated to new ambulances and 2.985 million for construction of a new fire hall in Carcross.

2.2 Foster the emergency volunteer base

There are approximately 500 volunteer firefighters, emergency medical service workers, search and rescue personnel and amateur radio volunteers throughout Yukon. Community Services recognizes the important role these volunteers provide to local emergency response and will work to develop ways to ensure this volunteer base remains strong, safe, and effective.

2.3 Supportive operational policies, procedures and practices;

In order to provide a more efficient and effective delivery of emergency preparedness and response services, Community Services recognizes that its internal policies, procedures and practices must be modernized.

2.4 Increased awareness of the public's personal role and responsibility for safety;

At any time, Yukoners could face an emergency situation that could change their lives forever. The best personal response to such an event is *prevention and preparedness.* The Emergency Measures Organization will play a key role in helping Yukon's citizens to understand how they can better prepare for an emergency event and help safeguard their families and property.

Strategic Goal 3 – Foster strong local governance and healthy, active communities.

Local governments provide advice or make decisions about community planning, infrastructure, bylaws and local services. Community Services believes that our citizens' quality of life is directly related to strong local governance and access to active living, sport and recreational opportunities.

To accomplish this, we have identified the following strategic objectives:

3.1 Enhanced local government capacity

Local governance in Yukon includes local advisory committees in some unincorporated communities and municipal governments in those communities incorporated under the *Municipal Act*. We will work with the Association of Yukon Communities and use the Our Towns, Our Future findings as a guide towards municipal sustainability in Yukon.

3.2 Active living and recreation opportunities in Yukon communities

Active living is an important aspect of our Yukon lifestyle, and access to quality sport and recreation opportunities are essential to a vibrant and healthy Yukon. Community Services will continue to provide leadership, resources and support to promote the stability of the Yukon sport, recreation and active living system. We are financially supporting participation in Western Canada Summer Games in August 2015, to be held in Alberta. Funding was provided in preparation for the games, and funds have been allocated for participation in the games.

3.3 Enhanced sport development opportunities

The Yukon government, through the department's Sport and Recreation Branch plays an important role in developing sport in Yukon. Sport development includes development of athletes, coaches and officials. This is accomplished through annual funding to Territorial Sport Governing Bodies and recreational authorities, as well as High Performance Athlete, Coaching and Officials grants. The department also provides funding to support local hosting of, or Yukon participation in, multi-sport games.

Yukon's participation in the 2016 Arctic Winter Games in Nuuk, Greenland will be financially supported. The government will also provide $100,000 in support of the Arctic X Games – an alternate event that will be hosted in Yukon to provide a competitive opportunity for participants in those sports not reflected at the Arctic Winter Games in 2016.

3.4 Enriched Yukon public library services

Public libraries are valued community assets and meeting place, but the use of public library services is changing. Increased internet or electronic information availability means libraries must consider new ways to make their services more accessible. The Public Libraries Branch of Community Services will work to meet changing consumer reading and research needs.

Strategic Goal 4 – Effectively administer a broad range of licensing, business, taxation and regulatory services.

Community Services is responsible for administering over 60 Yukon statutes. Much of this legislation regulates consumer protection, business, and professional licensing.

Efficient administration of these regulatory services is key to supporting local business and protecting consumer interests and public safety.

To accomplish this, we have identified the following strategic objectives:

4.1 An attractive and safe business and consumer environment

Modernized legislation will help to ensure Yukon remains an attractive place to register and operate business entities. The department plans to continue to examine opportunities to update its various legislation, including legislation related to oil-fired appliances and life safety devices, to ensure Yukon consumer, business and professional licensing laws are current with national trends.

4.2 Increased public safety through the regulation of Yukon's health professions

The Agreement on Internal Trade has resulted in greater harmonization in the regulation of health professions in Canada. Community Services, which regulates a number of health professions, will continue to work with other regulators, local health care providers and the Yukon Department of Health and Social Services in developing regulatory standards to enhance health services in Yukon. For example, the Pharmacy Initiative, which will modernize the regulation of the profession and regulate the operation of pharmacies and rural dispensaries will continue its development.

4.3 Efficient, technology-supported programs and services

As Yukon's economy continues to grow, demand for regulatory services is also rising. These demands are especially seen in our Corporate Affairs, Consumer Services and Building Safety branches. The department sees improved information services as a cost-effective method to achieve greater administrative efficiency.

YG will partner with the four Atlantic provinces and the two other territories to provide the following e-services: registration, modification or discharge of personal property liens, and searches of registered property liens.

4.4 Increased public awareness of regulatory requirements and consumer rights/responsibilities

Consumer and public education is an important part of the delivery of regulatory services. Community Services will continue to update and improve access to information materials to ensure better public awareness of regulatory rights and responsibilities.

4.5 Modernize the regulation of residential tenancies

Community Services will finalize the associated regulations for the new *Residential Landlord and Tenant Act*, and the Residential Tenancies Office can begin administering and enforcing the new legislation.

Corporate Strategic Goals

Department heads recognize that all departments will undertake certain strategic activities, or will share responsibility for the implementation of key government initiatives. As a result, all department strategic plans contain the following corporate strategic goals.

Strategic Goal 5 – Attract, develop and engage talented people to continue to provide high quality services to the public.

In order to achieve service excellence to the general public and our partners and stakeholders, we must provide mechanisms to develop our employees and ensure they work in supportive and safe environments.

To accomplish this we have identified the following strategic objectives:

5.1 A culture of safety in the workplace

Community Services strives to ensure the safety of staff and volunteers by meeting or exceeding safety regulation or industry standard requirements.

5.2 A culture of effective human resources management practices

Community Services is committed to providing and supporting opportunities for staff development. Doing so will positively impact our service quality, as well as staff recruitment and retention.

Risk Enterprise Management & Performance Measure

Community Services' broad program responsibilities require a wide range of human resource (program/subject matter experts versus human resource) professionals throughout Yukon. Many of these positions are highly specialized and difficult to recruit and retain, especially in smaller communities.

Inability to fill these positions can result in critical service gaps and risks to public safety. Yukon is also not alone in this position. A risk to our ability to recruit and

retain is the fact we are competing with other governments and private industry for the same pool of professionals.

We will manage this risk by ensuring our department becomes an employer of choice. We will develop a Human Resource Strategy that will identify clear objectives and activities to address this risk. We will also continue to develop our own departmental culture of open communication, provision of opportunities and celebrations of successes. These are all key components in making people want to work with us.

Our performance measure is to develop and implement a Staff Needs Assessment Tool designed to monitor and predict both current and future staffing needs.

5.3 Effective internal communications
With employees located throughout Yukon, it is important that our department strive to improve internal communications.

5.4 Increased internal knowledge and capacity
This objective will focus on increasing capacity and knowledge of the corporate services area of the department.

Strategic Goal 6 – Practice open, accountable and fiscally responsible government

Community Services is committed to planned, responsible and accountable program delivery.

To accomplish this we have identified the following strategic objectives:

6.1 A Departmental Planning & Accountability Framework
This Framework will include continued strategic and annual and budget planning that incorporates risk enterprise management to ensure efficient and effective program management.

6.2 Increased awareness of departmental programs and services
Items under this objective will address internal and external communication activities.

Strategic Goal 7 – Advance strategic corporate initiatives through interdepartmental cooperation.

The Department of Community Service works collaboratively with Yukon government departments and others on major Government of Yukon initiatives and priorities.

To accomplish this we have identified the following strategic objectives:

7.1 Build new First Nation relations in a modern treaty environment

7.2 Respond to the recommendations of the Oil-Fired Appliances Working Group

7.3 Work cooperatively with other departments on items of mutual concern

EMS senior staff with new ambulances